

## SCHEDULE 6A - CALL-OFF CONTRACT

**Framework Agreement: GLA 81689 – Architecture + Urbanism Panel 3**

**Framework Sub-Lot: 08 – Housing & Mixed Use**

**Call-Off Ref: AUP3 Task 3 – Blackhorse Yard Feasibility Study and Development GLA146**

**THIS CALL-OFF CONTRACT** is made the 12 day of october

### **BETWEEN:**

- (1) **The GREATER LONDON AUTHORITY (GLA)**, whose registered office is at City Hall, Kamal Chunchie Way, London, E16 1ZE (**“the Authority”**); and
- (2) **ADAM KHAN ARCHITECTS**, a company registered in England and Wales (Company Registration Number 8494516) whose registered office is at New Derwent House, 69-73 Theobalds Road, London, WC1X 8TA] (**“the Service Provider”**).

### **RECITALS:**

- A. The Contracting Authority (GLA) and the Service Provider entered into an agreement dated 01 March 2023 which sets out the framework for the Service Provider to provide certain Services to the Authority (**“the Agreement”**).
- B. The Authority wishes the Service Provider to provide the specific Services described in this Call-Off Contract pursuant to the terms of the Agreement and this Call-Off Contract and the Service Provider has agreed to provide such Services on those terms and conditions set out in the Call-Off Contract.

### **THE PARTIES AGREE THAT:**

#### **1. CALL-OFF CONTRACT**

- 1.1 The terms and conditions of the Agreement shall be incorporated into this Call-Off Contract.
- 1.2 In this Call-Off Contract the words and expressions defined in the Agreement shall, except where the context requires otherwise, have the meanings given in the Agreement. In this Call-Off Contract references to Attachments are, unless otherwise provided, references to attachments of this Call-Off Contract.

## **2. SERVICES**

- 2.1 The Services to be performed by the Service Provider pursuant to this Call-Off Contract are set out in **Attachment 1**.
- 2.2 The Service Provider acknowledges that it has been supplied with sufficient information about the Agreement and the Services to be provided and that it has made all appropriate and necessary enquiries to enable it to perform the Services under this Call-Off Contract. The Service Provider shall neither be entitled to any additional payment nor excused from any obligation or liability under this Call-Off Contract or the Agreement due to any misinterpretation or misunderstanding by the Service Provider of any fact relating to the Services to be provided. The Service Provider shall promptly bring to the attention of the Call-Off Co-ordinator any matter that is not adequately specified or defined in the Call-Off Contract or any other relevant document.
- 2.3 The timetable for any Services to be provided by the Service Provider and the corresponding Milestones (if any) and Project Plan (if any) are set out in **Attachments 1 and 2**. The Service Provider must provide the Services in respect of this Call-Off Contract in accordance with such timing, unless otherwise an alternative is agreed in writing with the Authority during the Call-Off Contract Term.
- 2.4 The Service Provider acknowledges and agrees that as at the commencement date of this Call-Off Contract it does not have an interest in any matter where there is or is reasonably likely to be a conflict of interest with the Services provided to the Authority under this Call-Off Contract.

## **3. CALL-OFF TERM**

- 3.1 This Call-Off Contract commences on the date of this Call-Off Contract or such other date as may be specified in **Attachment 1 and 2** and subject to Clause 4.2 of the Agreement, shall continue in force for the Call-Off Term unless terminated earlier in whole or in part in accordance with the Agreement.

## **4. CHARGES**

- 4.1 **Attachment 2** specifies the Charges payable in respect of the Services provided under this Call-Off Contract. The Charges shall not increase during the duration of this Call-Off Contract unless varied in accordance with the Agreement. The Service Provider shall submit invoices in accordance with the Agreement and the Charges shall be paid in accordance with the Agreement.
- 4.2 The Service Provider shall submit invoices to the address set out below. Each invoice shall contain all information required by the Authority as required. Invoices shall be clear, concise, accurate, and adequately descriptive to avoid delays in processing subsequent payment.

4.3 The Authority shall consider and verify each invoice, which is submitted in accordance with this Clause 4 in a timely manner. If the Authority considers that the Charges claimed by the Service Provider in any invoice have:

4.3.1 been correctly calculated and that such invoice is otherwise correct, the invoice shall be approved for payment and the Authority shall pay in accordance with clause 4.4.

4.3.2 not been calculated correctly and/or if the invoice contains any other error or inadequacy, the Authority shall notify the Service Provider. The parties shall work together to resolve the error or inadequacy. Upon resolution, the Service Provider shall submit a revised invoice to the Authority and the Authority shall pay in accordance with clause 4.4.

4.4 Subject to clause 4.3, the Service Provider will be paid for the invoiced fee plus VAT amount shown on the invoice by the Authority within 30 days of receipt of the invoice from the Service Provider.

## **5. CALL-OFF CO-ORDINATOR AND KEY PERSONNEL**

5.1 The Authority's Call-Off Co-ordinator in respect of this Call-Off Contract is named below and the Service Provider's Key Personnel in respect of this Call-Off Contract are named in **Attachment 2**.

## **6. INSURANCES**

6.1 The Service Provider shall comply with its obligations to maintain the insurances in accordance with Clause 22 of the Agreement, subject to any alternative insurance obligations the Parties may agree which shall be specified in **Attachment 1**.

## **7. DOCUMENTS**

The documents forming the Call-Off Contract are:

- this Call-Off Contract duly executed by the Parties;
- Call-Off Contract Attachment 1 – Scope of Services
- Call-Off Contract Attachment 2 – Supplier's Proposal
- And the following appendices (to be included as required): n/a

This Call-Off Contract has been signed by duly authorised representatives of each of the Parties.

**SIGNED**

For and on behalf of *[the Service Provider]*

A large black rectangular redaction box covering the signature area for the Service Provider.

Date: 12/10/2023 | 16:48 BST

**SIGNED**

For and on behalf of *[the Authority]*

A large black rectangular redaction box covering the signature area for the Authority.

Title: \_\_\_\_\_

Date: 12/10/2023 | 17:15 BST



**Contract Number (Call Off Ref): AUP3 Task 3 – Blackhorse Yard Feasibility Study GLA146**

**Project Scope / Contract Particulars**

See Attachment 1 - Scope of Services as provided at Mini-Competition stage

**Charges:**

Pricing Option: A – Fixed Priced with activity schedule.

The total cost of the services is fixed at [REDACTED] and shall not exceed this amount.

The Day Rates shall remain fixed for the life of this Call-Off Contract, including any contract extensions.

The Authority will not reimburse any additional costs for time, input, resource or other without prior written consent from the Authority's Employing manager.

See Attachment 2b for full breakdown of costs. Full submission as provided at tender stage.

**Call-Off Contract duration**

Service Commencement Date: **20/10/2023**

Call-Off Contract Start Date: **13/10/2023**

Call-Off Contract Expiry Date: **03/05/2024**

The Call-Off Contract may be extended for a further **3 months**, however any extension will be at the Employer's own discretion and subject to the appointed Consultants' satisfactory performance, ongoing requirement and funding availability. This will be confirmed and mutually agreed in writing.

Day Rates shall remain fixed for the life of the contract, including any extensions.

Notice period in accordance with Clause 29 of the Framework Agreement (termination without cause): 90 days.

**Invoices**

Period for submission of Invoices: The Service Provider is to submit invoices on a 4 weekly period in arrears.

Invoices must be sent via email, in pdf format, to –

[invoices@tfl.gov.uk](mailto:invoices@tfl.gov.uk)

Greater London Authority, Accounts Payable

14 Pier Walk, North Greenwich  
London, SE1 0ES

All invoices must have the Authority's Contract Reference Number, Purchase Order number, Authority's Contact name, a separate calculation of VAT and a brief description of the Services provided.

**The Authority's Contract Manager is:**

[Redacted]

**The Authority's Procurement Manager is:**

[Redacted]

**The Consultant's Key Person is:**

[Redacted]

## **Attachment 1 – Scope of Services**

Scope of Services

AUP3 Task 3 – Blackhorse Yard Feasibility Study GLA146

Framework Procurement ID: 30  
Date: 31/07/2023

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## **1. Introduction**

- 1.1. The Greater London Authority (GLA) is seeking to appoint an initial consultant design and planning team to develop a feasibility study for the site at Blackhorse Yard, in the London Borough of Waltham Forest, E17 6SH (The Site).
- 1.2. GLA acquired the site in 2016 and secured a development partner for the site in 2017. Catalyst and Swan Housing Association (Swan HA) received planning permission in March 2021 for a scheme to deliver 359 affordable homes.
- 1.3. As a result of changes in the partners' financial situations as well as the general economic and regulatory context, the consented scheme is not deemed viable under the terms of the Development Agreement, which was terminated in February 2023.
- 1.4. GLA is in the process of developing a new procurement strategy for the Site and, to inform this, require a feasibility study looking at maximising development potential and viability/deliverability. The feasibility study will inform discussions with LB Waltham Forest and the GLA Planning team to agree key principles and parameters, which will then be gathered in a development brief.
- 1.5. The feasibility study should cover RIBA Stage 0-1 and should be sufficient for GLA to appraise the development in terms of viability, build cost, construction, phasing, saleability, and design, as well as engage with LB Waltham Forest and the GLA Planning Team. See outputs and deliverables listed at the end of this Brief.
- 1.6. In addition to the feasibility study, GLA is also reviewing opportunities for meanwhile use on the site and requires initial option meanwhile use to be developed, taking into account the site's constraints and initial specialist advice received by GLA. Details of the requirements are set out in paragraphs 5.44-5.46 and Section 7 of this Brief.
- 1.7. To undertake the above, we expect a multidisciplinary team will be required, involving a lead architect, landscape architect, daylight and sunlight consultant, civil and structure consultant, a cost consultant, and a planning consultant. The Design Team is expected to work collectively to complete the feasibility exercise with the architect acting as Lead Consultant.
- 1.8. This design brief is intended to inform the architect, daylight and sunlight and planning consultants of the Site's background and the required outputs of the feasibility study and further development brief.
- 1.9. Subject to the result of this feasibility study and the production of the development brief, GLA will likely launch a competitive procurement process to appoint a development partner, who will be responsible to secure a new planning permission and deliver a housing-led mixed- use development.

## **2. The site and context**

- 2.1. The site (edged red at Appendix 1) is located off Blackhorse Lane, within the London Borough of Waltham Forest, in close proximity to Blackhorse Road Overground and Underground Station.
- 2.2. The site is bound to the North by Higham Lodge Business Centre, comprising low rise, c.2-storeys, industrial units and workshop spaces and to the South by the back gardens of two-storeys Victorian terraces on Blenheim Road. The site fronts onto Sutherland Road and mid-rise residential buildings (4-6 storeys) to the East and Blackhorse Lane and the Blackhorse Lane Strategic Industrial Location (SIL) to the West.

- 2.3. The 1.76ha site has been vacant since 2010 and is currently hoarded. It is broadly rectangular in shape with an additional spurt on the south-east corner to the rear of the houses on Blenheim Road. The site has been cleared in 2018, except for a substation and it was previously used for storage, distribution and industrial activities. Access to the site is primarily from Sutherland Road, with secondary access to the substation from Blenheim Road, for UKPN only. Historically, a stream, the Dagenham Brook, which is now culverted, laterally bisected the site from East to West.
- 2.4. Records indicate that from 1936, the site was operated as a lampshade factory, further developing in the 1970s with additional buildings erected labelled Glass Works, Joinery Works, Warehouses and three Electricity Substations.
- 2.5. The site is within ten minutes' walk of Blackhorse Road station and has a PTAL rating of 3, reducing to 1b in the north-western edge of the site, however proposals for a key pedestrian and cycle route through the site will significantly improve accessibility to existing public transport, increase PTAL and enable higher density of development.

### 3. Project Vision and Development Objectives

- 3.1. The following Vision has been developed for the site, setting out the GLA's wider strategic aims:

*The development will optimise the capacity of the site by taking a design-led approach to deliver a mixed-use residential-led development, which will form a cohesive part of the existing and emerging community at Blackhorse Lane, by optimising the number of homes with at least 50 per cent of these homes being genuinely affordable and incorporating c. 2,560sqm of workspace, including affordable workspace, meeting the objectives and needs of the Blackhorse Lane Creative Enterprise Zone (CEZ). The scheme will be integrated with the wider neighbourhood, increasing connectivity, and demonstrating how high quality, net zero-carbon homes can be delivered on GLA sites.*

- 3.2. GLAP has developed the following Development Objectives to support this Vision:

- **Homes:** to create comfortable, generous, and well-proportioned homes that suit a range of residents and are tenure blind and flexible to accommodate changing ways of living and working.
- **Affordable homes:** Ensure the delivery of affordable homes to meet the Mayoral requirement to deliver 50% affordable homes (by habitable room), in accordance with Local Planning Authority preferred tenure split of 70:30 in favour of Social Rent.
- **Community:** To create an outward-looking, inclusive, lifetime development that can be enjoyed by everyone - including families and across a range of tenures – that effectively meets the needs of the diverse local community and neighbouring sites, identified through meaningful community engagement and consultation.
- **Inclusive Economy:** To be a beacon of best practice for inclusive growth by delivering high quality workspace, including affordable workspace, meeting the objectives and needs of the Blackhorse Lane Creative Enterprise Zone, including ensuring fair and good quality work, promoting, and participating in skills, education, and employment programmes, promoting mission-led innovation, and increasing workforce diversity.
- **Landscape and Public Realm:** To create a high-quality and connective public realm that forms part of a safe and healthy neighbourhood rich in biodiversity, with integrated green infrastructure, play, surface water management and active ground floors.

- **Connectivity:** To ensure new and improved cycle and pedestrian connectivity is delivered for the local area, and that through use, massing and public realm, the development contributes to repairing and animating Blackhorse Lane and improve the vehicle-dominated Sutherland Road as a safer, greener multi-modal street.
- **Sustainability and biodiversity:** To deliver a zero carbon, climate resilient and low environmental impact neighbourhood that promotes clean energy, minimises carbon emissions and contributes to, and promotes, positive environmental outcomes throughout the design, construction, and operational lifecycle.
- **Viability and deliverability:** To ensure the above aims can be delivered in a sustainable financial manner by GLAP and its development partner(s) whilst maximising the financial return to GLAP.

## 4. Background

### Planning Context

*The extant planning permission (LPA ref. 183424)*

- 4.1. The application was granted permission in March 2021 for a mixed-use development for 359 affordable homes, 2,565 sq.m of non-residential floorspace, including retail space, workspace, artists workshops – as well as 122sqm of affordable workspace, community floorspace, and landscaping.
- 4.2. The scheme comprises 9 blocks ranging from 1 to 15 storeys, with an average of 8-9 storeys, organised around a central route running East to West and connecting Sutherland Road to Blackhorse Lane.



**Figure 1:** Proposed masterplan layout

- 4.3. The key organisational principles of the masterplan reflect the technical below ground constraints and sensitive edges:
  - The location of the East/West route is dictated by the location of the culverted stream running through the centre of the site.

- Due to the site's irregular shape and to maximise usage of, and surveillance on, the tract of land that extends eastward between Blenheim Road and Sutherland House, single storey studio spaces are proposed in this area (block K).
- To provide buffer between the two storeys Victorian properties on Blenheim Road, it is proposed to set blocks A, B and C back behind an area of landscaping, maintaining a minimum 20.6m separation distance between habitable room windows.
- Tallest blocks (E and G) are 15 and 10 storeys high and located centrally on the northern edge of the central square, away from existing residential buildings and sensitive edges, with the majority of the blocks rising to 8 storeys alongside Blackhorse Lane and the central route.

4.4. Residential unit and tenure mix consented is as follow:

	1B2P	2B3P	2B4P	3B5P	3B6P	Total
Shared Ownership Unit	137	29	140	52	1	359
Shared Ownership Unit (%)	38%	8%	39%	15%	0%	100%

4.5. A review of the extant permission identified inefficiencies impacting the scheme's viability and deliverability, including:

- Fully affordable, shared ownership scheme, limiting possibility of cross-subsidy between tenures and impacting the Gross Development Value, sales rates, and sales risk.
- Units above minimum space standards (NDSS) by 6-8sqm, going up to 39sqm extra for 3B5P duplex units, and reduced number of units per core resulting in a loss of efficiency.
- Basement level to accommodate ancillary plant rooms in Blocks C&D, and intricate detailing on some blocks increasing build costs.
- High separation distances between the rear of adjacent properties and the proposed building reducing the developable area (up to 26m vs. 18m usually accepted).

4.6. Finally, since the application in 2018 and its approval in March 2021, a number of building regulations and standards have changed including:

- Energy standards and the introduction of revised factor emissions making gas-fired boilers and CHPs unlikely to meet Part L of the Building Regulations.
- Fire safety standard and the introduction of a requirement for 2 staircases by core in building above 30m.

4.7. Given the scale of amendments that would be required to address the inefficiencies and compliance issues identified, combined with the limited time remaining for implementation (9 months), GLAP and their partners will be seeking to secure a new planning permission.

*LBWF Local Development Plan*

4.8. The Development Plan for the site comprises:

- London Plan (2021)
- Upper Lee Valley Opportunity Area Framework (2013)
- LBWF Core Strategy (2012)
- LBWF Development Management Policies (DMP) (2013)
- LBWF Policies Map (2013)
- LBWF Blackhorse Lane Area Action Plan (2015)

4.9. The Borough is in the process of producing a new Local Plan, in two parts:

- Local Plan Part 1 – Strategic Policies which has been submitted to the Planning Inspectorate for Examination in October 2022
- Local Plan Part 2 – Site Allocations for which the LBWF completed Regulation 19 consultation in January 2022.

4.10. As such, both documents now carry material weight in any planning decisions and are the documents of reference in assessing any proposals coming forward on the site.



### *Site Designations and Allocation*

- 4.11. The Site is covered by the following policy designations:
- Strategic Location/Site Opportunity Location
  - Blackhorse Lane Creative Employment Zone
  - Locally Significant Industrial Site/Borough Employment Area
  - SA34 – Webbs Site
  - BEA5 – Sutherland Road
- 4.12. The site is identified in the emerging Local Plan (LP2 – Site Allocations, Proposed Submission Document, 2021) as SA34 – Webbs Site for “comprehensive redevelopment to provide industrial-led employment space and new homes”.
- 4.13. The site allocation is consistent with uses and quantum consented under the Extant Permission and requires development proposals to:
- Optimise site capacity and deliver around 350 new homes.
  - Make provision for 2,560sqm of non-residential floorspace comprising 1,252sqm of flexible floor space and 1313sqm of employment floor space.



1.

#### **Key**

<span style="color: red;">—</span> Site boundary	<span style="color: blue;">▲</span> Nationally listed heritage asset
<span style="color: blue;">—</span> Enhanced pedestrian & cycle connectivity	<span style="color: red;">▲</span> Locally listed heritage asset
<span style="color: grey;">←</span> Servicing access	<span style="color: pink;">—</span> Key frontage
<span style="background-color: yellow;"> </span> Retained / improved public space	<span style="border: 1px dashed orange;"> </span> Sensitive boundary
<span style="background-color: lightgreen;"> </span> Retained / improved green infrastructure, green space and planting, amenity space	<span style="border: 1px dashed purple;"> </span> Hostile boundary
<span style="background-color: green;"> </span> Potential new green infrastructure, green open space and tree planting	<span style="border: 1px dashed blue;"> </span> Potential new station / new station entrance
<span style="color: green;">●</span> TPO trees	<span style="background-color: purple;"> </span> Nearby Site Allocation
<span style="color: yellow;">★</span> Potential for height	<span style="border: 1px dashed orange;"> </span> Conservation Area

### *Local context*

- 4.14. The Site is adjacent to the Blackhorse Industrial Location (SIL), located to the west across Blackhorse Lane.

- 4.15. In June 2022, LBWF and the GLA approved the Blackhorse SIL Framework. The Framework considers the designated SIL area holistically and explore opportunities for industrial intensification and other future development. It also provides key strategy design guidance for future development in the area.
- 4.16. Following the publication of the Framework, a new planning application (reference 222739) was submitted in October 2022 for part of the SIL area, in accordance with the Masterplan Framework, for intensified floorspace as well as up to 1,800 residential units and heights ranging from 22.6m to 145m AOD. The application is still pending but reflective of the changing nature of this area.
- 4.17. In particular, the Blackhorse Lane SIL Framework identifies a desire line along the Dagenham Brook which runs from the reservoirs to west and through to the site up to Sutherland Road, along which additional height and density are supported.
- 4.18. Other relevant planning policies can be found in Appendix 2.

#### Technical site constraints

- 4.19. A number of technical site constraints will have to be reflected in any proposals coming forward on the site:

#### *Culverted Dagenham Brook*

- 4.20. Records show a culverted watercourse east to west across the site, for which GLAP is the riparian owner. Thames Water confirmed they retain a right to discharge into the watercourse and as such any proposals to either divert or build over the culvert will need to be discussed with Thames Water.
- 4.21. The Environment Agency confirmed that the culverted watercourse is outside of their remits however proposals should be mindful to not increase flood risk to the main river culvert off the site, across Blackhorse Lane.

#### *Contamination*

- 4.22. The Phase 2-3 Geo-Environmental Site Assessment identifies potential presence of localised Metals (CP102, WS104, WS105 and WS108); PAH (WS104); TPH (WS109) and Asbestos Content (WS101 and WS101A) in the near surface made ground, with the potential to present a significant risk to human health, and for TPH, to impact controlled waters.
- 4.23. The survey recommends further investigations and suggests the following mitigation measures:
  - Severing the identified active pollution linkages.
  - Placement of suitable soil capping within areas of proposed soft landscaping, subject to review on completion of further testing.
- 4.24. The level of contamination prevented a Ground Source Heat Pump solution to be implemented in the Extant Permission – however did not prevent the application from proposing a basement in close proximity to WS104.

#### *Geology*

- 4.25. The Phase 2-3 Geo-Environmental Site Assessment noted that, given the bearing resistances at shallow depth, piled foundation cannot be considered. The ground conditions may be suitable for a range of different deep foundations (e.g., bored, driven or continuous flight auger (CFA) piles), specialist contractors should be commissioned for advice on the most suitable pile types and depths.

*Flood risk*

- 4.26. The site is located within Flood Zone 1 however, the area is also identified as having a low to high risk of pluvial flooding.
- 4.27. Mitigation proposed in the Flood Risk Assessment submitted to support the Extant Permission include the de-culverting of the Thames Water surface water sewer in part to increase capacity and reduce the risk of surcharging and flooding the site. The FRA also recommends increased FFL to between 10.12AOD and 10.42AOD (c. 0.5 to 1.2m above existing in some locations).

*Existing mature trees*

- 4.28. There are a number of existing mature trees on or near the site, particularly alongside the southern boundary with Blenheim Road and along Blackhorse Lane, none of them are under TPO. The Arboricultural Impact Assessment (AIA) identifies 9x Cat. C trees, 4x Cat. B trees and 1x Cat A tree.
- 4.29. The Cat. A Tree is located within the red line boundary adjacent to Blackhorse Lane and will need to be retained in any proposals coming forward. A number of Cat. C trees which are identified to be removed in the AIA seem to have already been cut.

*Level difference*

- 4.30. There is a level variation across the site of 1 to 1.5 storeys, this will need to be considered and potentially impact finished levels, building heights, pedestrian and cycle activity.

*Permeability*

- 4.31. Sutherland Road is poorly connected to Blackhorse Lane, public transport, local services and the new centre. There is an opportunity to rectify this through creating a new pedestrian/cycle route through the site. Additional opportunities exist to connect the site with the existing residential street of Blenheim Road, subject to agreement from adjacent landowners.

*Adjacencies*

- 4.32. Established residential areas: The southern boundary of the site, at Blenheim Road, presents a particularly sensitive edge, where building height, overlooking and privacy, Right to Light and distance between buildings are all factors that require sensitive consideration.
- 4.33. Petrol-station: the norther edge of the site is adjacent to an in-use petrol station. Due to proximity with fuel storage, windows facing the petrol should not be openable.

## **5. Brief to Design Team**

### Minimum Requirements

- 5.1. Proposals will be required to meet the following Minimum Requirements:
- minimum 360 homes

- minimum 50 per cent of the homes (by habitable room) to be genuinely affordable, of which 70% will be for Social Rent and 30% Intermediate Housing
- the affordable homes must be Social Rent, London Living Rent, or Shared Ownership (as defined in the [AHP 21-26 funding guidance](#))
- the development proposals must provide 2,560sqm of non-residential uses, including workspace and affordable workspace, to activate key ground floor frontages along Blackhorse Lane and Sutherland Road and align with the objectives of the Blackhorse Lane CEZ.
- the development proposals must comply with the GLA's five building safety standards (as defined in the [AHP 21-26 funding guidance](#))
- development proposals should meet, and where possible exceed, the GLA's eight design standards (as define in the [AHP 21-26 funding guidance](#))
- development proposals must meet the GLA's five sustainability standards (as defined in the [AHP 21-26 funding guidance](#))
- development proposals must address GLA Good Growth by Design standards and guidance, particularly in relation to: [Housing Design Standards](#), [Optimising Site Capacity – A design-led approach](#) and [Safety in Public Space – Women, girls and gender diverse people](#)

#### Development quantum, tenure and mix

5.2. Subject to the site constraint and requirements of this design brief, proposals should seek to maximise housing delivery on the site. A minimum quantum of 360 units should be achieved.

5.3. The scheme should aim to meet the following target unit mix:

	1 bed	2 beds	3 bed plus	Total
Social Rent	20%	30%	50%	100%
Shared Ownership	30%	50%	20%	100%
Market housing	20%	50%	30%	100%

5.4. Affordable housing will be subject to viability but as a minimum, the development should provide 50% affordable housing by habitable room with a 70:30 split between Social Rent and Shared Ownership on a habitable room basis.

5.5. Tenures should split where possible, but buildings must remain tenure-blind from the outside and with respect to access to amenities. The Social Rent tenure should have its own core, separated from intermediate and private tenures. Private and intermediate tenures may share a core but should preferably be separated for ease of management. If private and intermediate tenures share a core, the intermediate units should be concentrated on the lower levels of the core.

5.6. Private units should be located in parts of the scheme which generate the higher sales value.

5.7. The scheme should also aim to deliver 2,560sqm of commercial floorspace.

5.8. Commercial floorspace should be delivered at ground floor along key routes and site boundary in priority. Potential for a standalone commercial building could also be explored.

#### Layout and massing

5.9. The context of the neighbouring built form should be considered against other requirements of the brief.

- 5.10. Layouts should optimise the orientation of new buildings to maximise the quality of daylight and thermal comfort for residents, minimise overheating, and optimise thermal efficiency, by utilising and controlling solar gains.
- 5.11. The proposals should take into account the sensitive edges and step back from neighbouring properties where possible to minimise impact on daylight and sunlight particularly on properties along Blenheim Road.
- 5.12. The design should provide adequate separation distances, privacy and outlook for new and existing residents in line with planning policy requirement. Previous LB Waltham Forest guidance set 20m as an appropriate distance between directly facing habitable room however, the latest Urban Design SPD (2010) recognise that a 'blanket' approach to separation distances can result in "unattractive residential environment" and acknowledge that careful and imaginative design can also provide privacy. Therefore, the 20m distance may be reduced where appropriate design solutions can be found to prevent overlooking or loss of privacy.
- 5.13. The layout must ensure a new pedestrian and cyclist route is created between Sutherland Road and Blackhorse Lane.
- 5.14. The layout must consider clear sight lines and long views and provide appropriate rest spaces, to improve safety and perception of safety in the public realm.
- 5.15. The layout must be designed to incorporate external private and communal amenity space provision (10sqm per dwelling plus 1sq.m per additional occupant for 3+ bedroom dwellings), including child's play space provision.
- 5.16. Private amenity space can be reduced below 10sq.m provided that the shortfall is provided as communal amenity space.
- 5.17. The London Plan private amenity space requirement are 5sqm for 1 or 2 bedroomed units plus 1sqm for each additional occupant. These standards must be met.
- 5.18. The latest GLA guidance for child's play space is to incorporate good-quality, accessible play provision for all ages of at least 10sqm of play space per child that:
  - provides a stimulating environment.
  - can be accessed safely from the street by children and young people independently.
  - forms an integral part of the surrounding neighbourhood.
  - incorporates trees and/or other forms of greenery.
  - is overlooked to enable passive surveillance.
  - is not segregated by tenure.
- 5.19. Landscape design should take into account the London Plan Urban Greening Factor and achieve a score of 0.4.

#### Heights

- 5.20. Opportunities for taller elements should be explored at the centre of the site and along the less sensitive edges to the north, taking into account the Site Allocation, and the emerging proposals within the Blackhorse Lane SIL Framework and recent adjacent planning application.
- 5.21. Heights should step down towards sensitive edges in proximity to Blenheim Road back gardens.

#### Residential quality and standards

- 5.22. Residential units should be designed to comply with the general design principles set out in the London Plan and minimum requirements of the Nationally Described Space

Standards (NdSS), including storage. Homes should not exceed the minimum NdSS but, if necessary, approval should be sought from GLAP.

- 5.23. Clear floor to ceiling height of 2.5m should be achieved in all cases for residential. Floor to floor heights of 3.15m should be achieved in all cases for residential.
- 5.24. Each floor should aim for no less than six units and no more than 8 units per core, unless otherwise agreed with GLAP.
- 5.25. Efficient stacking and repetition should be maximised throughout the design. Standardisation in the design is important as well as minimising the number of unit types.
- 5.26. Dual Aspect units should be maximised, however, having regard to the need to maximise overall unit numbers and manage costs. The scheme should target a minimum c. 75% dual aspect units. All homes with three bedrooms or more must be dual aspect. No single aspect unit should be north facing. Dual aspect is defined as per the Housing Design Standards London Plan Guidance.
- 5.27. Accessible housing should be provided in accordance with the London Plan requirements:
  - Non-wheelchair housing: 90% of units to meet Category 2 (Part M4) standards.
  - Wheelchair adaptable housing: 10% of units to meet Category 3 (Part M4) standards.
- 5.28. Wheelchair units should be located on ground floor, where possible, where on upper floors these should be located in a core with two lifts.
- 5.29. Family homes (3 or more bedroom) should predominantly be located on the lower floors, where on upper floors these should be located in a core with two lifts.
- 5.30. Apartment blocks should achieve a minimum 80% Net: Gross efficiency and aim for higher.
- 5.31. Communal circulation space such as corridors should be at least 1500mm wide. Double-banked corridors should be kept short and receive daylight and natural ventilation.
- 5.32. Maximum efficiency should be sought in distribution of cores and lifts. Each core should have one lift minimum. Cores with flats above the 6th floor or where wheelchair homes are located above ground level, should be served by two lifts. At least one lift per core should be a fire evacuation lift.
- 5.33. Cores in taller buildings should have two staircases as per the latest guidance. Lift and staircase provision should be in accordance with relevant Building Regulations and adopted and London Plan policy.
- 5.34. Layout and massing of residential blocks should be tenure-blind.

#### Non-residential uses

- 5.35. 2,560sqm of non-residential flexible floorspace should be provided.
- 5.36. Consideration should be given to a range of space typologies, including workspace and space suitable for light industrial uses.
- 5.37. Higher floor to ceiling height of 3.2m should be achieved for non-residential uses.

#### Access, Servicing and Parking

- 5.38. The development should be car free with the exception of Blue Badge Parking.

- 5.39. At minimum disabled car parking spaces should be provided for 3% of the dwellings, as per the London Plan (Policy T6.1, part G). Sufficient space should be provided in the public realm to enable potential future provision of Blue Badge car parking for an additional 4% of the dwellings in the future as per LBWF policy.
- 5.40. Cycle parking must be provided within the development to meet London Plan standards and the London Cycling Design Standards. A minimum of 5% of the cycle parking spaces should be designed as Sheffield stands, with a good proportion of spaces being suitable for larger bikes.
- 5.41. Parking should be provided on street or within courtyards. Podium-parking typologies should be avoided.
- 5.42. Provisions should be made for loading bays and delivery parking in proximity of residential entrance.
- 5.43. All parking bays, both blue badge and loading, should be located so as to not obstruct views in and out of courtyard openings and should not to distract from the visual amenity of the public space.

#### Meanwhile use option

- 5.44. The Meanwhile use feasibility and layout should be such as levelling and enabling works are minimised, including the need for remediation.
- 5.45. Useable areas should reflect the advice received from specialist consultant and be maximised, considering site constraints and (if applicable) any development phasing.
- 5.46. Provisions should be made for landscaping and public realm improvement along proposed access points to and from the site.

## **6. Feasibility study and development brief scope and output**

- 6.1. Scope: feasibility study progressed to RIBA Stages 0-1 seeking to maximise development potential and deliverability/viability on the site whilst meeting Building Regulation, planning policy requirements and the GLA Housing Design Standards. The feasibility study should be in sufficient detail and in a suitable format to inform pre-application discussions with LB Waltham Forest and be accompanied by a planning brief which will be appended to the procurement documentation. Allowance should be made for:
  - A site visit
  - Min. 3 design development meetings with GLAP
  - Attendance to c. 3 pre-application meetings with the Local Planning Authority
- 6.2. Outputs:
  - Site analysis showing constraints and opportunities and influences upon the - proposed design.
  - Schedule of accommodation - NIAs, GIAs, GEAs per floor, per block and per tenure (in Excel format).
  - Site Plan (indicating public realm areas) (in PDF and DWG format);
  - Floor Plans, showing indicative location of entrance lobbies, refuse stores, cycle stores, plant/service intake rooms, energy centre / ASHP location and lift (in PDF and DWG format);
  - Indicative site section(s) (in PDF and DWG format);
  - 3D Massing sketches of blocks (in PDF and DWG format);
  - Building heights plan (in PDF and DWG format);
  - Diagram showing tenure locations (in PDF and DWG format);
  - Final design option(s) to be presented in a PDF document in appropriate format to be submitted to the Local Planning Authority to support a pre-application meeting.

- Initial Daylight/Sunlight and Overshadowing assessment summary report as per the scope in paragraph 8.1.
- A high-level site appraisal to determine the fire safety suitability and compliance with latest standards.
- Following pre-applications meetings, production of a planning brief setting out LB Waltham Forest's key policy requirements for the site to be appended to the development brief as per the scope in paragraph 9.1.

## **7. Meanwhile use option scope and output**

7.1. Scope: Meanwhile use option seeking to assess feasibility and deliverability of a scheme for meanwhile use on the site. The option should be in sufficient details for GLAP to assess quantum of developable space and associated delivery costs.

7.2. Output:

- Site plan showing indicative layout, including any temporary building location and areas, as well as landscaping areas, access and servicing arrangement required to support meanwhile use.

## **8. Initial Daylight/Sunlight scope**

8.1. The initial daylight and sunlight analysis at an early stage should include:

- Façade assessment of each blocks to highlight levels of daylight and sunlight potential on the elevations within the scheme;
- Overshadowing assessment on the proposed internal amenity areas and surrounding properties;

8.2. The following inputs are expected to be required from architect/ team:

- Massing model;
- Topographical survey;
- Typical floorplan

## **9. Planning Consultant scope**

9.1. The planning consultant will:

- Review initial design feasibility studies against planning policy requirements;
- Provide advice on planning compliance and risk;
- Lead engagement with the Local Planning Authority (c. 2 meetings) and GLA Planning team (c. 1 meeting), seeking to secure approval of design principles and key development parameters (quantum, massing, height etc.).
- Provide CIL and s106 contribution estimates.
- Following pre-applications meetings, produce a planning brief setting out LB Waltham Forest's key policy requirements for the site to be appended to the development brief.

## **10. Civil and Structural consultant scope**

10.1. The Civil and Structural consultant will:

- Review initial design feasibility studies against known below ground conditions and constraints;
- Review the Meanwhile use option against known below ground conditions and constraints;
- Provide support and advice to the Lead architect and Landscape architect when considering layout and massing to ensure technical deliverability of proposals;



- Input into cost consultant's review of the proposals to ensure any abnormal and associated structural solutions are appropriately reflected in estimated build cost.

## **11. Cost consultant scope**

### **11.1. The cost consultant will:**

- Review initial design feasibility studies and provide support and advice to the Lead architect and Landscape architect to optimise cost efficiency;
- Once the feasibility study concluded, review the final design and produce a cost estimate and report to inform a Red Book valuation.

## **12. Skills and team structure**

- 12.1. To understand the scope of work outlined below, we expect a multidisciplinary diverse Design Team will be required, involving a lead architect, landscape architect, daylight and sunlight consultant, civil and structure consultant, cost consultant and a planning consultant.
- 12.2. Tenders can be submitted in partnership with other organisations to create a suitable, and efficient, team in order to meet the requirements of this brief.
- 12.3. It should be noted that if partnerships are formed, the principal bidder and Framework Supplier will hold all management responsibility of the co-partner/s and the contract will be with the principal bidder. If teams are formed, we would expect partnerships to be of a size appropriate to the commission.
- 12.4. The teams should have the Framework Supplier as the Lead Consultant who will project manage the commission and act as first point of contact for GLAP. The Lead Consultant will be responsible for the delivery of the feasibility study and development brief scope and output as set out in Section 6 and the meanwhile use option scope and output as set out in Section 7.

## **13. Governance**

- 13.1. The appointed Lead Consultant will work with GLAP to prepare the feasibility study, engage with the Local Planning Authority and input into the development brief.

### **13.2. Client team:**

- Day to day Project Lead and project sponsor: GLAP Strategic Projects and Property – Housing and Land (Tifenn Kergosien, Senior Development Manager)
- Wider client team, part of the Greater London Authority:
  - o Meanwhile Use lead – Luke Kon
  - o Regeneration Team – Rae Whittow-Williams

### Intellectual Property

- 13.3. The consultant shall not have any claim to Intellectual Property associated to this scope of work. Intellectual Property shall be owned and retained by GLAP for all activities carried out by the consultant through the completion of these activities and any time thereafter.

### Contact

- 13.4. A single point of contact, who will act as the Lead Consultant shall be assigned to manage all service requirements and liaise with GLAP Project Lead

### Service requirement

- 13.5. The Design Team's services will be continuous throughout the projects' programme.

- 13.6. The Lead Consultant shall work autonomously to manage all interfaces between itself and other consults to deliver the service requirement agreed. Copying the GLAP Project Lead in all correspondences.

Service Location

- 13.7. The Design Team personnel shall typically be expected to work within their own company offices with meetings where appropriate.

Duration

- 13.8. GLAP require this service for the duration of the Project's programme as indicatively shown in Section 15.

#### 14. Indicative budget

- 14.1. Bidders are asked to submit an itemised fee proposals for each sub-consultant listing key activities, identify personnel with a time allocation showing day/hourly breakdown
- 14.2. GLAP reserve the right to review and amend the scope as part of the tendering process.

#### 15. Indicative programme

Stage	Date	Duration
Tender Brief launched	4th August	1 day
	21 <sup>st</sup> August – 1 <sup>st</sup> September	2 weeks
Tender clarification		
Tender submission	18 <sup>th</sup> September	1 day
<i>Design Team tender period</i>	<i>4<sup>th</sup> August – 18<sup>th</sup> September</i>	<i>6-weeks</i>
Clarification interviews (if needed) and selection	w/c 18 <sup>th</sup> September - w/c 2 <sup>nd</sup> October	2 weeks
Contract signed & commencement	w/c 2 <sup>nd</sup> October	1 week
Design Team Briefing	w/c 2 <sup>nd</sup> October	1-day
Design development	October – November 2023	w/c 2 <sup>nd</sup> October
Draft deliverables	w/c 20 <sup>th</sup> November 2023	1-day
Cost Review	w/c 27 <sup>th</sup> November 2023	1-week
GLAP Review	w/c 27 <sup>th</sup> November – w/c 11 <sup>th</sup> December 2023	2-weeks
Design finalisation	w/c 12 <sup>th</sup> December	2-weeks
Pre-application process w/ LBWF & GLA	January – April 2024	3-months
LBWF & GLA Feedback	March - April 2024	2-weeks
Planning & development brief finalisation	April 2024	2-weeks

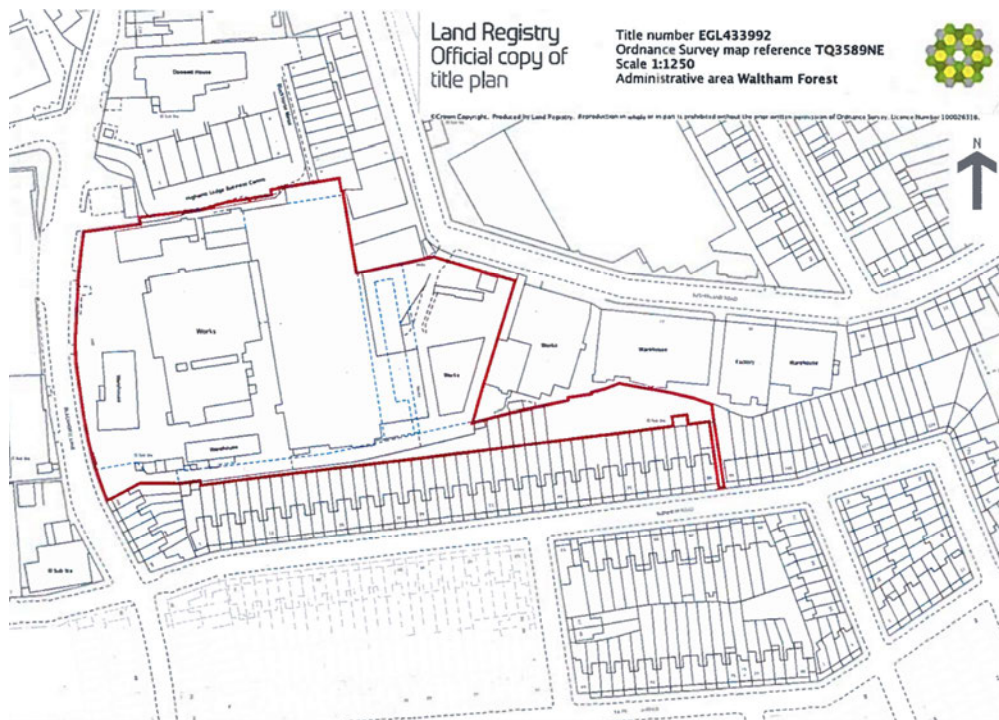
# APPENDICES

## Appendix 1 – Site plan and Title Plan

### *Site plan*



### *Title Plan*



**Appendix 2 – Key emerging planning policies**

	Policy																				
Policy 13 – Delivering Genuinely Affordable Housing	Adopt the GLA Affordable Housing and Viability SPG (2017) threshold approach and requires 50% affordable housing on public land.																				
Policy 14 – Affordable Housing tenure	Sets the following affordable tenure split: <ul style="list-style-type: none"><li>- Low cost affordable rent: 70%</li><li>- Intermediate housing products: 30%</li></ul>																				
Policy 15 – Housing size and mix	<p>Sets out the Council preferred tenure mix as follow:</p> <table><tr><td></td><td>1 bed</td><td>2 bed</td><td>3 bed plus</td></tr><tr><td>LCR</td><td>20%</td><td>30%</td><td>50%</td></tr><tr><td>Intermediate rent</td><td>20%</td><td>40%</td><td>40%</td></tr><tr><td>SO</td><td>30%</td><td>50%</td><td>20%</td></tr><tr><td>Market</td><td>20%</td><td>50%</td><td>30%</td></tr></table> <p>However, policy allows variation to the mix provided it is justified by type of housing proposed, location, area characteristics, design constraints, scheme viability etc. and where shared ownership is proposed; the ability of potential occupier to afford the homes proposed.</p> <p>Applying a policy compliant tenure mix, it leads to 36% of homes to be 3+Bed which will impact viability.</p>		1 bed	2 bed	3 bed plus	LCR	20%	30%	50%	Intermediate rent	20%	40%	40%	SO	30%	50%	20%	Market	20%	50%	30%
	1 bed	2 bed	3 bed plus																		
LCR	20%	30%	50%																		
Intermediate rent	20%	40%	40%																		
SO	30%	50%	20%																		
Market	20%	50%	30%																		
Policy 24 – Community Housing	Requires the provision of serviced plots of land, as part of larger development (0.25ha or above) for self-build and/or custom build housing where appropriate																				
Policy 33 – Affordable Workspace & Policy 38 – Blackhorse Lane Creative Enterprise Zone	<p>Requires the provision of affordable workspace on the site – affordable workspaces are defined as workspaces which are provided at rents maintained below the market rate for that space, for a specific social, cultural, or economic development purpose, and secured in perpetuity or for a period of at least 15 years by legal agreement.</p> <p>This will have an impact on viability.</p>																				
Policy 57 – Taller and Tall Buildings	<p>Tall and taller building supported on the site provided they come forward as positive design intentions, such as marking a location of civic, cultural or landmark importance, rather than solely to increase density.</p> <p>The site can either be classified as being in a Transformation or a Transition area, for which the following heights are deemed appropriate:</p> <table><tr><td>Agreed response to surrounding character</td><td>Typical shoulder heights</td><td>Recommended range of heights for taller buildings</td><td>Recommended range of heights for tall building</td></tr><tr><td>Transformation</td><td>4-9 storeys</td><td>Depending on context: 10-13 storeys 14-17 storeys</td><td>18+ storeys</td></tr><tr><td>Transition</td><td>3-5 storeys</td><td>6-9 storeys</td><td>Depending on context: 10-13 storeys</td></tr></table>	Agreed response to surrounding character	Typical shoulder heights	Recommended range of heights for taller buildings	Recommended range of heights for tall building	Transformation	4-9 storeys	Depending on context: 10-13 storeys 14-17 storeys	18+ storeys	Transition	3-5 storeys	6-9 storeys	Depending on context: 10-13 storeys								
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Transition	3-5 storeys	6-9 storeys	Depending on context: 10-13 storeys																		



				14-17 storeys
	<p>They should contribute positively to their context and be part of a successful composition of building heights. Visual, Environmental, Functional and Cumulative impacts should also be assessed.</p> <p>“Taller” buildings are those that are taller than their prevailing context and the typical shoulder heights proposed in a development. “Tall” buildings are substantially taller, making a significant impact on the skyline of the borough.</p>			
Policy 58 – Residential Space Standards	<p>Requires all units to meet NDSS and sets out external space standards above London Plan requirement, including:</p> <ul style="list-style-type: none"> <li>- 50sqm for houses,</li> <li>- 10sqm per dwelling + 1sqm additional per occupant for 3 and more bedrooms units (e.g. 15sqm for 3B5P)</li> <li>- 50sqm of communal amenity space.</li> </ul>			

**Attachment 2 - Service Provider's Proposal**

**Attachment 2a – Technical**

# Blackhorse Yard Feasibility Study

Technical Proposal  
18th September 2023



## ADAM KHAN ARCHITECTS

muf.

Tibbalds



**Synergy**  
Construction and Property Consultants

**PRICE &  
MYERS**



## 1.1. Design Approach

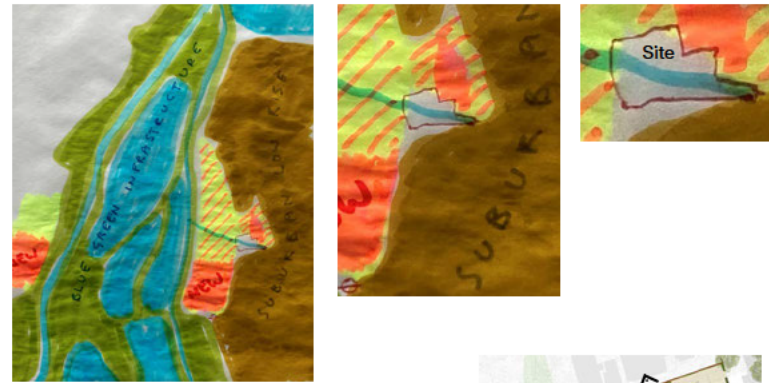
1.1.1 Blackhorse Yard has the potential to rise to current challenges as a resilient mixed use site. **Radical rethink** is required which can draw on the work and investment undertaken. The size of the site and its **wider strategic context** location creates opportunity for both height and density while “fitting into” its neighbourhood with new model of landscape led mixed use. A key challenge in large transformation of this site will be in nurturing sustainable industry and employment, for which careful design based on detailed research will play its part.

To truly optimise the site design will be: **Landscape Led** applied at 3 scales:

**1. Lea Valley:** Blackhorse Road, SIL site and Tottenham Hale as dense tall clusters within a wide flat watery valley.

**2. Blackhorse area:** the site as transition from suburban to higher density

**3. The site itself as a permeable mixed-use quarter:** Daylighting Dagenham Brook is a strong driver of place with ecological and water management benefits; a blue-green spine connecting residential neighbourhoods to the reservoirs

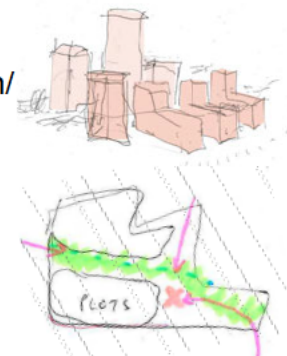
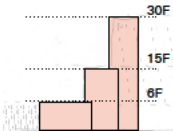


**Public realm led** A clear network of green routes making shared, family-friendly amenity spaces use the site footprint efficiently and provide **community safety**.

**Building Typology** A mixed and wider range of blocks beyond courtyard perimeter optimise quality and density.

**New datum optimised** New fire regs and planning policy give height thresholds to max up to. **Location of Height** towards north/west, and a townscape use of the new height datums make an effective transition of scale.

**Meanwhile Use** Retaining the wildness of the south edge can give a **meanwhile relationship to a new community use**.



### Constraints

### Opportunities

Blackhorse Yard – Technical Response – 18.9.2023, Adam Khan Architects

## 1.1. Design Approach

### 1.1.2. Experience in feasibility study

#### Custom House, LB Newham

Outline Planning (2019-2023), Phase 1 (2022)  
**Maximising density (750 homes), high street workspace and community facilities.**

#### Workshops with the local community -

Collaborative working with local stakeholders established masterplan design principles at feasibility stage, creating an approach to the high street and housing with optimised density.

**Using varied scale/massing** - Mix of building typologies were tested to achieve a range of employment uses, community uses (eg. Nursery) and the housing need. Early massing was tested with daylight, sunlight studies, particularly with the low rise neighbours who informed key thresholds.

**Making a green neighbourhood** - Making socially inclusive public realm and landscape as the generator of the site strategy including play for all, well connected to existing green spaces, new community food growing and safe welcoming places.

**Creating a good social high street** - Working with the council's retail strategy team, we integrated a mixture of social high street uses, including flexible affordable unit types, community uses of viable scale with relationship to open spaces to support social activity.

**Tenure and unit mix distribution** - With Montagu Evans, we designed a tenure distribution strategy that integrated private and affordable blocks, nurturing interaction between new/existing residents with larger family homes (affordable tenure) close to green play space.

### 1.1.2. Gaining planning support

**Taller building location** - With Tibbalds, we developed studies for tall buildings (up to 21 storeys) including townscape impact and adjustments to tenure mix (eg. shared ownership with private tenure).

**Viability (managing family housing unit mix)** With Montagu Evans, we achieved the target 39% in affordable homes and negotiated reduction in private with viability appraisals.

**Phasing** - With Tibbalds, we delivered a planning strategy that enabled Newham the early delivery of affordable plots to rehouse residents on the wait list, as kickstart RMAs.

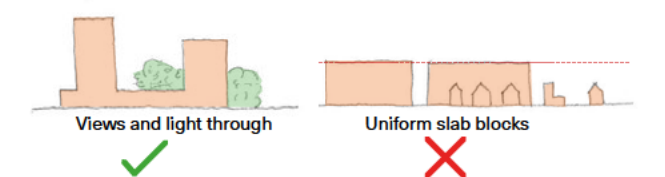
**Passivhaus** - Early feasibility was designed to meet Newham's Passivhaus Principles, including efficient form factors, economic net to gross ratios and rationally shaped massing.

### Workshops on massing

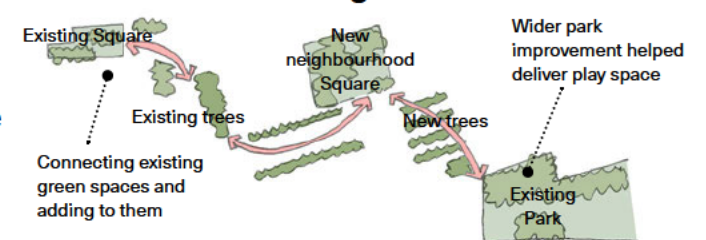


Scale and Massing tested with community and stakeholders at workshops

### Varied heights



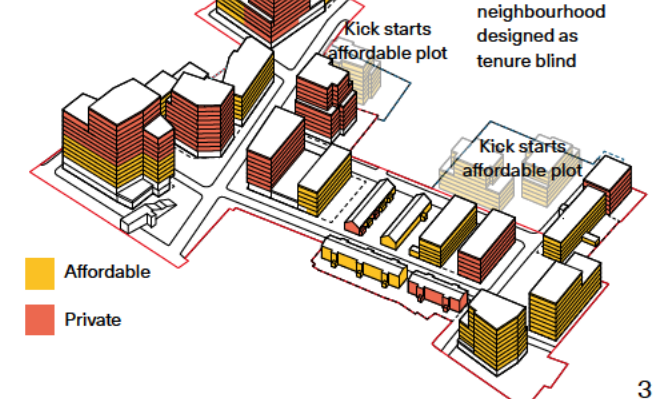
### Green biodiverse neighbourhood



### Varied mix of building types



### Viable Tenure mix



Blackhorse Yard – Technical Response – 18.9.2023, Adam Khan Architects



## 1.2. Methodology

## 1.2. Methodology

### 1.2.1. Approach to design management

**Client briefing** - Refinement of the brief requires meaningful engagement with the client, as well as key stakeholders, which is a key part to our Stage 0-1 design process.

**Planning brief** - Sound understanding of the planning policy requirements, the wider context of recent applications and emerging plans for the Blackhorse Lane SIL is key to the brief. The planning policy context has changed since the previous planning consent, with Waltham Forest preparing a new Local Plan which is currently under examination.

**Cost and Viability input** - We prefer to hit cost targets from the outset, ensuring design and cost sign off with key milestones are agreed in the programme. Early advice from Montagu Evans and Synergy will assist the client team in viability and delivery strategy considerations. Efficiency in design options will consider unit mix, NIA:GIA ratios, stacked plans, dual aspect, Low energy/Net Zero etc

**Approach to strategic stakeholders** - We will manage feedback from the LPA and GLA with clear guidance on key topics and advise on next steps including suggested activities, programme and planning issues to focus on during the next stages of design development.

**Approach to local stakeholders** - Site visits and workshops will allow us to gather on the ground knowledge, such as reaching out to local artists (eg. Pulse studios, Blackhorse Workshop).

### 1.2.1. Approach to programme delivery

**Key tasks in ensuring timely delivery:**

- Whole team collaboratively inputs and work streams into the programme from the start
- Agree on key decision making including interim sign-offs of key elements (unit mix)
- **Risk workshops** - a risk register will collate key project risks and technical constraints.
- Weekly client meetings - to coordinate progress and manage client briefing.

**Key milestones:**

**(early Oct) - Initial appraisal of work**

- Researching from previous work/surveys and carrying out site assessment work
- Social value workshop - inc. Business/ local organisation mapping to develop employment brief with client and identify local groups to inform meanwhile use
- Planning requirements matrix - review of policy, applications and planning history.

**(Oct-Nov) - Design Development**

Design Sprint Options - develop 3 option

- 1 meanwhile use option - tested with local organisations
- Daylight and sunlight workshops

**(Jan-March) - Pre-application process**

With Tibbalds, the planning strategy will be agreed early with planning officers for:

- 2 no. LPA meetings
- 1 no. GLA meeting

Information will be reviewed with the client 1 week in advance, ahead of formal issue.

**(April) - Stage 01 Report Development**

brief The content of information required will be coordinated with the client team.

### 1.2.1. Approach to risk management

**Engagement** - The brief has little formal scope for engagement therefore the management of community concerns will need to be sensitively managed. We will do this by understanding those concerns -proposal research and reviewing of discussions previously, using this brief as an opportunity for a reset and ensuring that proposals especially around the public realm, access to jobs and residual positive outcomes demonstrate the benefits that can come with change.

**Cost and Viability management** - Cost and viability feedback may require re-evaluation and redesign which requires imaginative solutions. We will work with the client team to advise on opportunities for cost effective design, approach to affordability provision, sustainable building solutions while managing high quality design assumptions.

**Use and value** - Mixed use developments are facing a wide array of challenges, including generating revenue to ensure financial sustainability. Using AKA/muf experience at Marian Court, we can look at strategies where community/affordable workspace is designed with employment space for low running costs.

**Functional open green space** - The constraints of the site will require the team (inc. Liza and Jenny at muf) to work through ground floor strategies early, including provision of urban greening, biodiversity, access, servicing and parking that work sensitively with the character of residential amenity spaces. In the absence of a vehicle tracking as part of the design process, space for the access strategy will be based on design assumptions we work with on current schemes.

**Fire strategy** - With the absence of a fire engineer, taller residential buildings of +15 storeys will require space assumptions for the 2 stair requirements based, drawing from current experience from Sonia Dasoar (AKA). The risk to the fire strategy appraisal is that it currently excludes tender access tracking, which could be mitigated with a reduced commission if this is desired by the client.

**Proximity to neighbours** - With Andrew (P2S), the design team will workshop height thresholds and proximities to new massing and properties on Blenheim Lane, to test overshadowing impact and VSC (Vertical Sky component).

**Civils and Structure** - With Price and Myers we will test proximity to the Brook, to ensure building footprints are maximised.

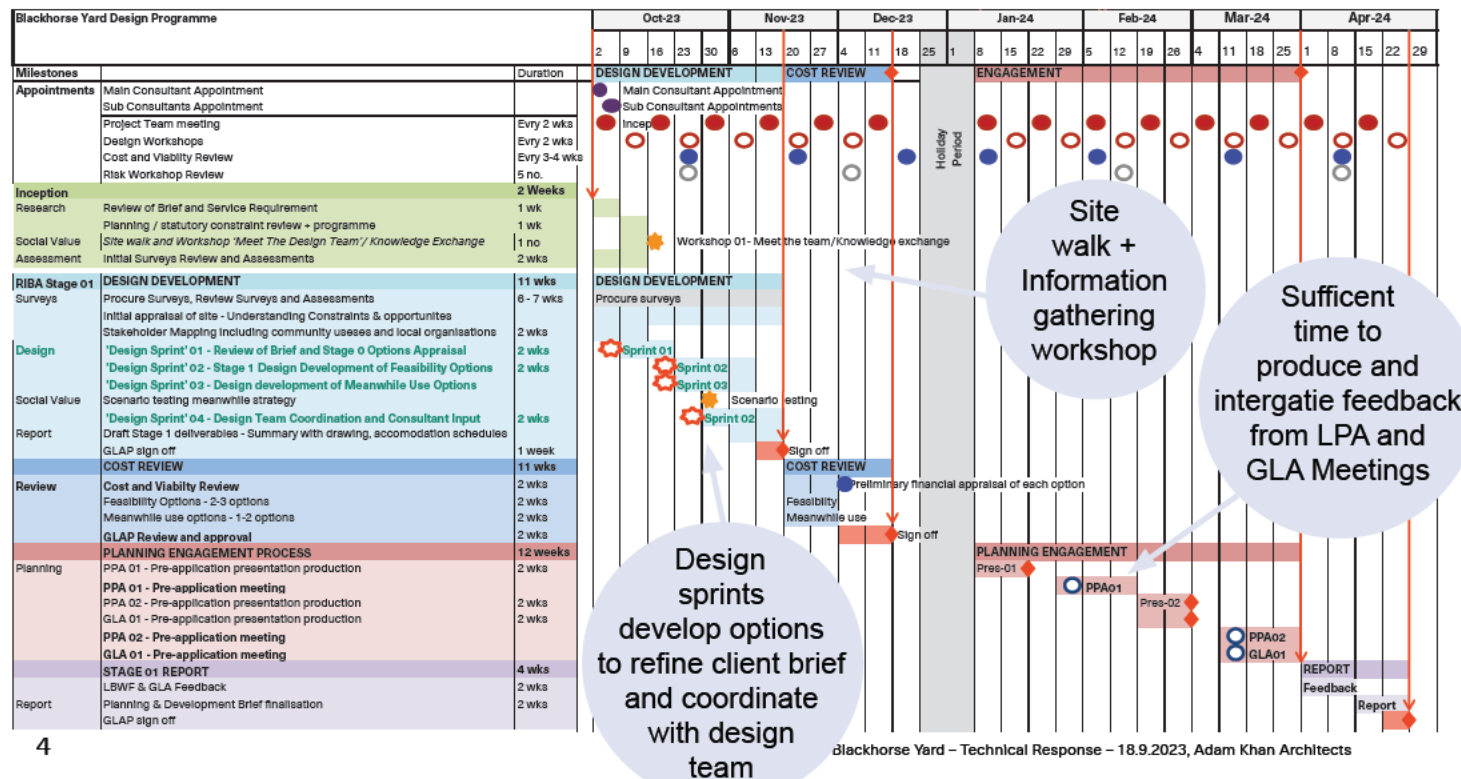
**Energy, Sustainability and MEP** - Plant, Substation and MEP allowance will be based on design assumptions from similar scale projects, to meet current standards.

### 1.2.4. Approach to planning

**Collaborative approach** - Working with Tibbalds, our approach to projects brings design and planning together, working in collaboration with clients, design teams and planning authorities. This approach ensures that planning requirements are embedded as part of the briefing process for design teams. We work as an integral part of the team helping to **interrogate proposals and creating an open and challenging atmosphere.**

**Complex sensitivities** - The Blackhorse Yard site is complex with sensitive edges and a varied wider context which incorporates low scale residential development and industrial uses amongst other constraints. Key risks that need to be considered are the relationship between existing and proposed development on all sides, for example there is potential for amenity impact to the low scale buildings at Blenheim Road, particularly where a lesser separation distance is being considered. Potential for conflict between residential and employment uses will need to be considered particularly where noisier uses are proposed. These **considerations must balance with the need for a dense, viable scheme** that will create a good quality environment with usable private / public space and playspace.

**Establishing principles** - Discussion with planners will need to focus on issues of principle at this early stage so that **reasonable assumptions on quantum of development** can be made. We propose an early stage '**options workshop**' with Waltham Forest planners early in the process. We will aim to create a collaborative forum where the planners and team can openly discuss key issues. High level masterplanning principles will be presented and an opportunity given for planners to share their concerns / likes / dislikes with the previous scheme and aspirations for a new scheme. A second meeting would be used later in the process to **present the evolution of the scheme** and a preferred option taking on board previous feedback. At this stage we would meet with the GLA to discuss strategic issues.





# Q2

## Social Value



This Feasibility Study is fast and high level, a radical think rethink to establish a viable vital possibility for this important site.

**Social Value is at the core of our practices' work** and we would look to lay a firm foundation of inclusivity within this early stage. Indeed early stages offer the greatest opportunity for stakeholders to adding value to a project.

Our team share this social value approach and a successful record of collaboration.

**AKA and Muf both undertake outreach, engagement and mentoring in-house** on projects at all scales. Our teams undergo regular training and the 2-way process of exchange with a wide range of emerging and young practitioners and trainees.

**Sarah Hersi** brings local knowledge and lived experience and a developing portfolio of **critical exciting ways of engaging under-represented voices**. Sahra has previously researched furniture and social space with Waltham Forest's William Morris Gallery and its communities

**Jasmine** brings a highly informed understanding of **community development dynamics** and an expertise in viability based on a wide understanding of value.

**Information gathering**

The work starts with a review (and graphic re-presentation) of previous and extant conversations and feedbacks, and an up-to-date mapping of key and potential stakeholders.

**Local networks and clubs, already engaged stakeholders and professionals are a starting point for this process.**

With the large scale of development underway in the area, it is important to coordinate with, learn from and share intel with other initiatives underway or recently completed, whether developer-led or community based. This allows for a targeted and informed process, and is respectful towards participants.

Interviews with key stakeholders then help widen this mapping and identify missing voices and key issues for the project.

With so much recent nearby development, a valuable source of intel is local precedent.

**Key topics identified**

From this we would identify topics for a small number of workshop discussions such as the issues of residential and industrial colocation, or the functional flexibility of industrial spaces, or the types of play and amenity that could work best here.

We will use our well-honed techniques to bespoke **reach under-represented voices and facilitate engagement**, albeit without the luxury of an extensive engagement programme and budget. We would use our already-developed networks eg with UEL to **identify local people to take part in training and mentoring offered by all design team members.**

**Meanwhile Use**

The Meanwhile Use feasibility study is an opportunity for fine grained understanding of existing needs and possible partners. Muf brings proven experience in involving **local communities in the development of briefs and scenario testing** but also delivery on site for Meanwhile Use. This experience will be enriched by full integration of the design team in the Meanwhile work. In this way social value is embedded in the **full life cycle of the scheme.**

This site offers potential for meanwhile uses as both a testing and foundation of placemaking and inclusive amenity: the **safeguarding of the brook as a central spine, the eastern ecological finger and connection to Blenheim Road** are opportunities to engage with local communities, to test out ideas at full scale and to deliver early social infrastructure; a green link which presages the daylighting of the brook, a lightweight community resource on an area most likely to remain amenity space. These tangible early exercises build trust, ownership and capacity for a sustained programme of engagement through further stages. The feasibility would include a road map and next steps of such a strategy.

At Custom House, AKA and Montagu Evans successfully included viability in the very earliest Co-design masterplan workshops. Whilst viability is often held back from engagement, we demonstrated that it is both possible and productive to demystify and engage on the critical issues of cost and value from the outset.

The trade-offs and dilemmas involved in viability were clearly presented and discussed with community stakeholders, building trust, an informed critical knowledge and a healthy pragmatism. **Local priorities were thus identified early**, helping to shape the masterplan in ways that garnered support and excitement.

In summary, social value will include:

- 2 no. workshops
- 2 no. work placements



### 3. Specialist skills and experience

#### 3.1. Roles & Structure - See proposed delivery structure diagram on page 10.

##### **Project Lead and Architect - AKA**

Adam Khan Architects (AKA) are experienced in leading multi-disciplinary teams, have an excellent track record of delivering complex, highly sustainable housing and mixed-use projects on time and budget. AKA has acted as main consultant for LB Hackney, Camden, Southwark and Newham, and as such, are well versed in managing large design teams for local authorities. AKA will be Lead Designer, Project Lead and Architect, and will coordinate the work of the sub-consultants; acting as a single point of contact for the client team.

##### **Landscape architects & meanwhile use option lead - muf in collaboration with Sahra Hersi**

We have a long-lasting experience in successfully collaborating with muf using communal and green spaces to shape building footprints and deliver benefits for the development, street and city. As landscape architects they will lead on creating a high-quality and connective public realm as well as focus on delivering a meanwhile use option in collaboration with artist and designer, Sahra Hersi.

##### **Civil and structural engineers - Price & Myers**

Price & Myers have worked with AKA to provide structural and civil engineering services for several projects including Central Somers Town, which is shortlisted for the RIBA Stirling Prize 2023.

##### **Planning consultants - Tibbalds**

AKA have a successful track record in working together on high quality residential and mixed-use projects with planning consultants Tibbalds, who work proactively with the wider team to develop a pre-planning strategy to de-risk the project and develop rigorous briefing for the sites.

##### **Daylight and sunlight consultant - Point2**

Point2 work closely with us as designers to advise on daylighting and overshadowing considerations to both proposals and neighbouring buildings.

##### **Cost consultant - Synergy**

Synergy will estimate, control, and manage the costs of the project and ensure the team stays within budget and align with project objectives.

##### **Specialist input: Viability research - Montagu Evans**

Although not currently part of the brief we are keen to draw on the expert knowledge of Montagu Evans, viability consultant, through focussed workshops. This will ensure viability considerations feed into the brief, and ultimately increases the project's long-term success and value for LBWF.

#### 3.2. Relevant experience

##### **Custom House, LB Newham**

##### **Mixed-use, Affordable homes, Passivhaus, Community facilities, Inclusive Economy**

Adam Khan Architects were Main Consultant, Lead Masterplanner & Lead Architect for Custom House. Custom House provides 750 affordable and private sale homes, commercial space, communal gardens and high-quality accessible public realm. The Custom House Masterplan will reinvigorate the neighbourhood, with a diverse mix of uses, spaces and for people of all ages and background to live, work, learn and play. It will be a healthy and sustainable place that adds to the already rich network of green spaces and route across the Custom House Area. And importantly, it will create a place that is stitched into the existing community it will serves.

Sonia Dasoar, associate at AKA was leading the multi-disciplinary team for the Regeneration.

Andrew Cartmell, director at Point2 Daylight and Sunlight Consultants, was the lead consultant on daylight/sunlight. Andrew's experience of over 20 years meant we were able to work collaboratively to inform the design. As the design of a scheme's massing evolves and changes relatively quickly, quick turnaround times on advice is considered a key aspect to ensuring that the designs remain relevant, and within acceptable risk parameters.

##### **The Britannia Project, Hackney**

Tibbalds specialise in the delivery of public sector residential-led development and have a strong track record of obtaining deliverable planning consents in complex environments that achieve clients' aims. This project the project comprises 481 mixed tenure homes and significant non-

residential uses including a secondary school and new leisure centre on a tight urban site with a sensitive context including neighbouring low scale residential areas. The site was subject to a number of constraints and planning issues which influenced the planning strategy from the outset, but Tibbalds developed a planning strategy that systematically worked through the planning issues with the Local Authority and GLA. Despite these issues and constraints the process took only a year from submission to start on site.

##### **Ruskin square**

##### **Landscape & Public Realm, Meanwhile Uses, Sustainability and biodiversity**

This 24-hectare site alongside East Croydon Station is one of the busiest non-terminal stations in the UK. Liza Fior and Jenny Kingston, architects at muf led on the masterplan for the mixed use site as well as on all open spaces across it and a Meanwhile Strategy with the aim, to maximise the inclusive amenity value for everyone using it. Ruskin Square is a new public square in the centre of 5 more interlinked spaces. The design allows for the fast pace of commuters crossing the square with 'slow spaces' for sitting and well lit routes for evening use. The centre of the square invites sociability: child-sized benches, abundant seating, play lions hidden within the planting and the drinking fountain make it clear you do not have to spend money to spend time here. The landscape is designed to optimise sustainable drainage, attenuating surface water run-off in an extensive 'rooting zone'. All stone is local and the trees are under-planted with floristic associations suited to the projected level of shade, while keeping soils cool and enhancing biodiversity. A rich mix of understorey planting includes naturally resilient species, contributing to the spatial enrichment and diversity of the urban forest.

##### **Central Somers Town, Camden**

**Affordable Homes, Community**  
Part of Camden Council's wider regeneration programme, Central Somers Town provides flexible community children's facilities and social housing. Price & Myers worked with AKA to provide structural and civil engineering services for the

### 3. Specialist skills and experience

project. The tallest building on the site accommodates ten flats, each of them with triple-aspect access to air and sunlight. A hierarchy of openings, glimpses into courtyards and deep window reveals quietly satisfy the many and stringent safeguarding and privacy demands, whilst projecting welcome and vitality. The design concept unifies building and landscape, internal and external spaces into a cohesive assembly.

##### **The Purley Baptist Centre Mosaic Place**

**Mixed-use development, Community**  
Synergy are providing Cost Consultancy and Employer's Agent services to Thornsett, for a residential led mixed use development in Purley, Surrey, comprising in total 223 homes, and 3,452 m2 of church and community use space. Paul Hammond is undertaking the cost consultancy services. He seeks to improve the viability of the project through:

- Increasing the number of residential apartments, whilst maintaining the envelope as closely as possible to that currently consented.
- Reviewing the extent basement spaces to reduce the costs of the build
- Redesigning the church accommodation to reduce circulation space.
- Seeking to simplify the inefficient shape of the building (improve the external wall to floor ratio)

Lessons learnt through the measures to improve viability will be valuable in taking forward to the Blackhorse Yard scheme.

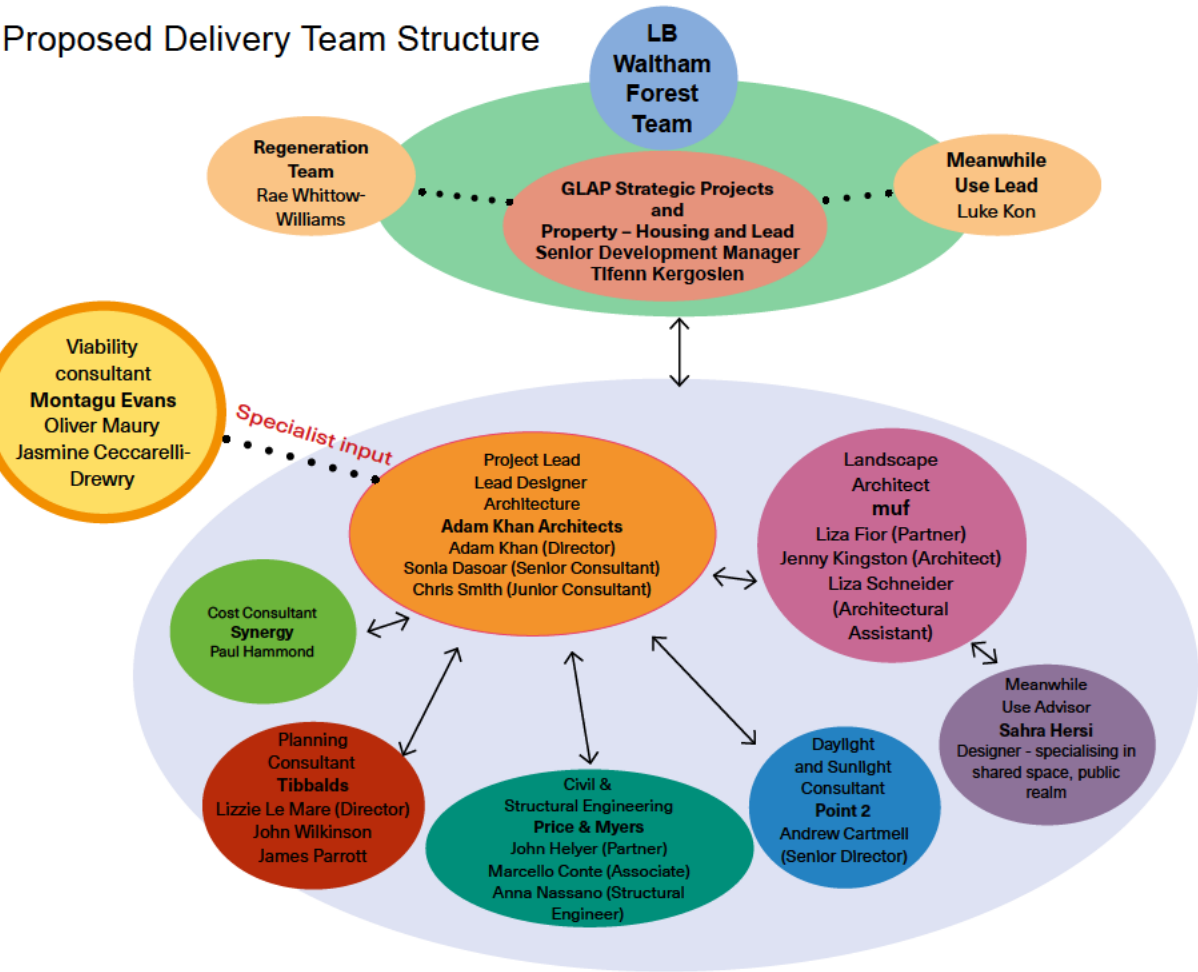
##### **Somerleyton Rd, Brixton**

##### **Homes, Culture, Community, Commercial**

Montagu Evans (ME) is advising LB Lambeth on this 320+ home key regeneration site in central Brixton. Significantly constrained by the adjoining railway line, 3rd party ownership, heritage matters and contamination, the team were procured to review and refine all procurement documents from a commercial perspective. ME also reviewed the viability implications of any potential changes to the scheme. These tasks were successfully completed through twin tracking informal market testing to test key commercial principles prior to launch, and following this, refinement of and approval to the commercial structure by LBL.

3. Specialist skills and experience - Images

Proposed Delivery Team Structure



Ruskin Square, London (muf)



Britannia Project, London (Tibbalds)



Custom House, Kickstart sites, London (AKA, Point2, Tibbalds)



# Q4

## EDI Assessment



Adam Khan Architects is committed to a policy of equal opportunities for all employees, workers and applicants and shall adhere to such a policy at all times and will review on an on-going basis on all aspects of recruitment to avoid unlawful or undesirable discrimination. We meet the requirements of the positive equality duties in relation to the Equalities Act 2010. We also take responsibility for ensuring our entire supply-chain has a strong commitment to Equality, Diversity and Inclusion.

Adam Khan Architects takes a highly informed and proactive approach to diversity and inclusion within its practice. Adam is a Mayor's Design Advocate with a folio that includes Diversity & Inclusion. As a 50% BAME and 50% female led practice, AKA's focus is directed towards the delivery and design of our projects, ensuring that we are inclusive of groups with protective characteristics.

### Working with under-represented led practises

Currently AKA is working together with a number of practices who are led by typically under-represented people in the profession in various projects. For us, partnering is a material method and we recognise this sharing of cultural capital is a two way exchange. Each partnering practice brings with them inclusive approaches which are embedded in the way the practices are run, approach ideas, and find design solutions. For this project we will work with locally emerging BAME artist and spatial designer, Sahra Hersi and provide mentoring from AKA and muf.

### Sharing cultural capital with under - represented groups

Adam Khan Architects has a close working relationship with the Blueprint for All (formerly Stephen Lawrence CT), regularly hosting mentoring events, CV and portfolio workshops and running engaging site visits.

### Working with schools/ universities to promote EDI in built environment

We will promote inclusion in the field of architecture and share cultural capital by offering London Living Wage work placements, work experience and career workshops. We often reach out to UEL to identify local people to take part in training and mentoring offered by all design team members.

### Empowering women in practice

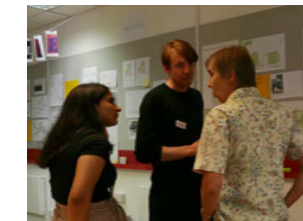
Tibbalds and muf are a female-led SME and the whole design team diverse team who are fully committed to a working environment of inclusion and diversity and employ people from a broad range of groups. Lizzie Le Mare, Director at Tibbalds is a mentor on Future of London's Emerging Talent Programme which is striving to give a cohort of talented Londoners from ethnic minority backgrounds the opportunity to springboard their careers in the built environment. The firm has recently reviewed its internship programme and altered entry requirements so it is open to a wider range of candidates.

### Maximising opportunity

- Offer 2no paid (at London living wage rate) work placements for design graduates lasting a minimum of 2 weeks. These will be ring fenced for young people 18-24 who are local to the area, particularly for under represented groups within the profession (ie. women, those with disabilities, those of ethnic minority)
- Offer 2no. unpaid work experience placement for school or college aged students for a minimum of 1 week each. This instead will be ring fenced for young people aged 15-18.
- We will share cultural capital and the industry skills ranging from drawing, CAD, graphics and model making skills, as well as exposure to design team meetings.

### Engagement

- Retail scratch testing with local businesses
- Offer optional skill-up sessions to enable wider participation on local stakeholder groups
- Identify and work with local youth leaders for outreach into community.



Work Placement student, Deepa Goswami, a Part I design graduate, developed modelmaking and design consultation skills whilst shadowing on Custom House project for LB Newham.



Pedro Dias, one of our Building Futures work placements, shadowed Patrick Fryer, project architect on Central Somers town (Community play facilities, nursery school, 10 homes) for two weeks. He went on to study architectural technology at the University of Westminster.

**Attachment 2b - Pricing Schedule (Commercial)**

## PRICING SCHEDULE

### Mini-Competition Call-Off: AUP3 Task 3 – Blackhorse Yard Feasibility Study GLA146

Framework Agreement: GLA 81689 – Architecture + Urbanism Panel 3

**Framework Sub-Lot: 08 – Housing & Mixed Use**

Bidder (Service Provider/Supplier)	Adam Khan Architects	Adam Khan Architects	Adam Khan Architects	muf architecture/art	muf architecture/art	Tibbalds - Planning	Tibbalds - Planning	Tibbalds - Planning	Price & Myers - Civil & Structure	Price & Myers - Civil & Structure	Price & Myers - Civil & Structure	Point 2 Surveyors - Dyalight and Sunlight	Point 2 Surveyors - Dyalight and Sunlight	Synergy - Const Consultant			
The financial assessment will be undertaken against he indicated 'Total Price' or 'Discounted Total Price' whichever is the lowest																	
																If applicable, other charges which fall outside of the day rates.	
Role of the Resource in the Project	Director - Architect	Architect - Lead Associate	Architectural Assistant	Public Realm and landscape lead	Associate - Public Realm and landscape lead	Project Director - Planning consultant	Senior Planner - Planning consultant	Assistan Planner - Planning consultant	Partner - Civil and Structural Engineer	Lead Engineer - Civil and Structural Engineer	Engineer - Civil and Structural Engineer	Senior Director - Daylight and Sunlight Consultant	Lead Engineer - Daylight and Sunlight Consultant	Partner - Cost Consultant			
Framework Contract Grade	Director	Principal Consultant	Junior consultant	Director	Principal Consultant				Director	Principal Consultant	Senior Consultant	Director	Principal Consultant	Director			
Proposed Discounted Day Rate															£0.00		
Activities and Deliverables (as per ITT Scope)	Days	Days	Days	Days	Days		Days	Days	Days	Days	Days	Days	Days	Days	Cost £	Total	
																0	
Design Development of Options	3.5	17 5	35	3	5												
Planning Engagement	0.7	9.7	21	3	5											39.4	
Stage 1 Design Report	0.2	2	10	2 5	6											20.7	
Review initial design against planning policy requirements. Deliverable - Planning Policy Matrix setting out policy requirements and initial assessment of the scheme.						0.25	0.5	1 5								2.25	
Provide advice on planning compliance and risk. Deliverables: updated planning issues risk matrix at end of design development period.						1	1									2	
Lean engagement with the LPA. Deliverable: input to pre-application document.						1	2	1									
Lead engagement with the GLA. Deliverable: input to pre-application document.						1	2										
Provide CIL and Section 106 estimates. Deliverable: schedule of likely contributions.							0 25	1									
Produce Planning Brief setting out key policy requirements for the site.						0 5	1									1.5	
Review initial design feasibility studies against planning policy requirements																0	
Provide advice on planning compliance and risk																0	
Lead engagement with the Local Planning Authority (c. 2 meetings) and GLA Planning team (c. 1 meeting), seeking to secure approval of design principles and key development parameters (quantum, massing, height etc.)																0	
Provide CIL and s106 contribution estimates.																0	
Following pre-applications meetings, produce a planning brief setting out LB Waltham Forest's key policy requirements for the site to be appended to the development brief.																0	
P&M Deliverables									1	4	4					9	
Hold up to 2 workshops and assess up to 3 scheme options.												1.5	3			4.5	
Provide a report summarising the work we have done and the risks from the final design.												0.5	1			1.5	
Review initial design feasibility studies and provide support and advice to Adam Khan Architects and landscape architect to optimise cost efficiency														3		3	
Once to feasibility study concluded, review the final design and produce a cost estimate and report to inform a Red Book valuation														3		3	
																0	
Total Days	4.4	29.2	66	8.5	16	3.75	6.75	3.5	1	4	4	2	4	6		21	

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